



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/WESTERN RECRUITING REGION
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SAN DIEGO, CALIFORNIA 92140-5001

DepO 12410.24

15B
12 JUL 1999

DEPOT ORDER 12410.24

From: Commanding General

To: Distribution List

Subj: CIVILIAN LEADERSHIP DEVELOPMENT (CLD) PROGRAM

Ref: (a) MCO 12410.24

(b) SECNAVINST 12410.24

(c) MCRD CLDP Handbook

1. Purpose. To establish the framework for a Civilian Leadership Development (CLD) program for civilian employees at the Marine Corps Recruit Depot, San Diego.

2. Background. References (a) and (b) provide the framework for CLD for the Department of the Navy and Marine Corps. This Order formally implements the CLD initiative at the Marine Corps Recruit Depot, San Diego, as directed by reference (b). Just as Marines and Sailors experience progressive skills development as leaders, CLD is a voluntary initiative intended to assist civilian employees to acquire and enhance their own leadership skills-- skills that will benefit not only the individual employee, but also MCRD.

3. Policy. CLD is available to all civilian employees of the Depot in grades GS-7 through GS-15 (and equivalent wage grade employees). In essence, the CLD is an assisted self-help process undertaken by interested civilian employees at *their* option. The cornerstones of CLD are constructive self-assessment, "mentoring," leadership training, and developmental assignments. Each participant is assigned a volunteer mentor, someone with whom he or she prepares and systematically pursues an Individual Leadership Development Plan (ILDP). Details regarding the CLD framework are outlined in reference (c), the MCRD CLD Handbook. The CLD Handbook can be obtained from the Depot's CLD Administrator in the Quality Management Office, Building 31, Room 116. Consistent with references (a) and (b) the following policies apply:

a. As a goal, the diversity of our leaders and supervisors at MCRD, San Diego will reflect the diversity of our work force. Accordingly, equal opportunities for leadership training and individual skills development will be made available to all interested civilian employees without regard to race, color, sex, religion, national origin, age, mental or physical disabilities.

b. Because CLD is an important priority within the Department of the Navy and in the Marine Corps, MCRD, San Diego will assist interested employees in their efforts to strengthen their leadership competencies. The core competencies of effective leaders are identified and defined in the CLD Handbook.

c. An applicant's demonstrated leadership competencies will be an important consideration in the selection process for supervisory and managerial positions. For that reason, the requisite leadership competencies for all civilian supervisory and managerial positions will be specified among the knowledge, skills, and abilities listed in each position vacancy announcement

4. Action

a. Assistant Chief of Staff, Quality Management Department (QMD) . Exercise staff cognizance over the CLD. Designate a CLD Administrator to oversee all CLD administration, as outlined in reference (b) and including the following:

- (1) Encouraging CLD participation, both by aspiring leaders and volunteer mentors.
- (2) Providing the necessary orientation, education and training for CLD participants and mentors.
- (3) Preparing and submitting the semiannual report to CMC (MPO-36) as described in reference (b).
- (4) Periodically evaluating the effectiveness of the CLD and soliciting recommendations for enhancement.

b. Director, Human Resources Office

- (1) Ensure that the requisite leadership competencies for all civilian supervisory and managerial positions are specified among the knowledge, skills, and abilities listed in each position vacancy announcement.
- (2) Assist the CLD Administrator by identifying available training opportunities geared toward developing and enhancing the leadership competencies of CLD participants.

c. Organizational Commanders and all Senior Military and Civilian Leaders . Commanding officers and all senior military and civilian leaders throughout this Command will actively promote the leadership development of their civilian employees. They will encourage, in particular, the development of employees aspiring to achieve senior supervisory positions. Reinforcing the "first echelon" efforts of immediate supervisors and CLD mentors, they will provide ample encouragement and constructive guidance to all employees electing to participate in the CLD by assisting them, as appropriate, in the development of their ILDP and by helping

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them to identify suitable training and education opportunities, team leadership and project management opportunities, and developmental assignments. They will also assist in the continuing effort to identify and "cultivate" exemplary role models, both military and civilian, as prospective, volunteer mentors for the CLD initiative.

d. Program Participants. Each CLD participant will be principally responsible for developing his/her own ILDP in consultation with their supervisors and mentors. Participants will also be responsible for initiating the steps necessary to acquire and refine their leadership competencies. Additionally, they will provide constructive feedback to the CLD Administrator to help develop and refine the CLD initiative.

5. Applicability. This Order is applicable to all civil service employees of MCRD, San Diego in the grades of GS-7 through GS-15 (and wage grade equivalents), to their military and/or civilian supervisors/managers, and to all military leaders, officer and enlisted, in grades of Master Gunnery Sergeant/Sergeant Major (or the equivalent) and above.


J. B. SOLLIS
Chief of Staff

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